



CITY OF STAMFORD — STATE OF THE CITY

August 5th, 2019
Board of Representatives



AGENDA

Stamford's Success

Combating Stamford's Key Challenges

Improving Street Infrastructure

Maintaining Public Safety

Education

The Future

STAMFORD IS SUCCEEDING

Stamford continues its positive trends

- Our City is considered the “crown jewel” of Fairfield County according to Westfair Magazine...
- ...and the “economic center of Connecticut” by Governor Lamont
- Low crime rate, sound financial base, and attractive quality of life, our city continues to grow with more residents and businesses coming here every year

We’ve accomplished great things and many more things are in progress...

Stamford continues reign as Fairfield County’s crown jewel

by Kevin Zimmerman

January 12, 2019

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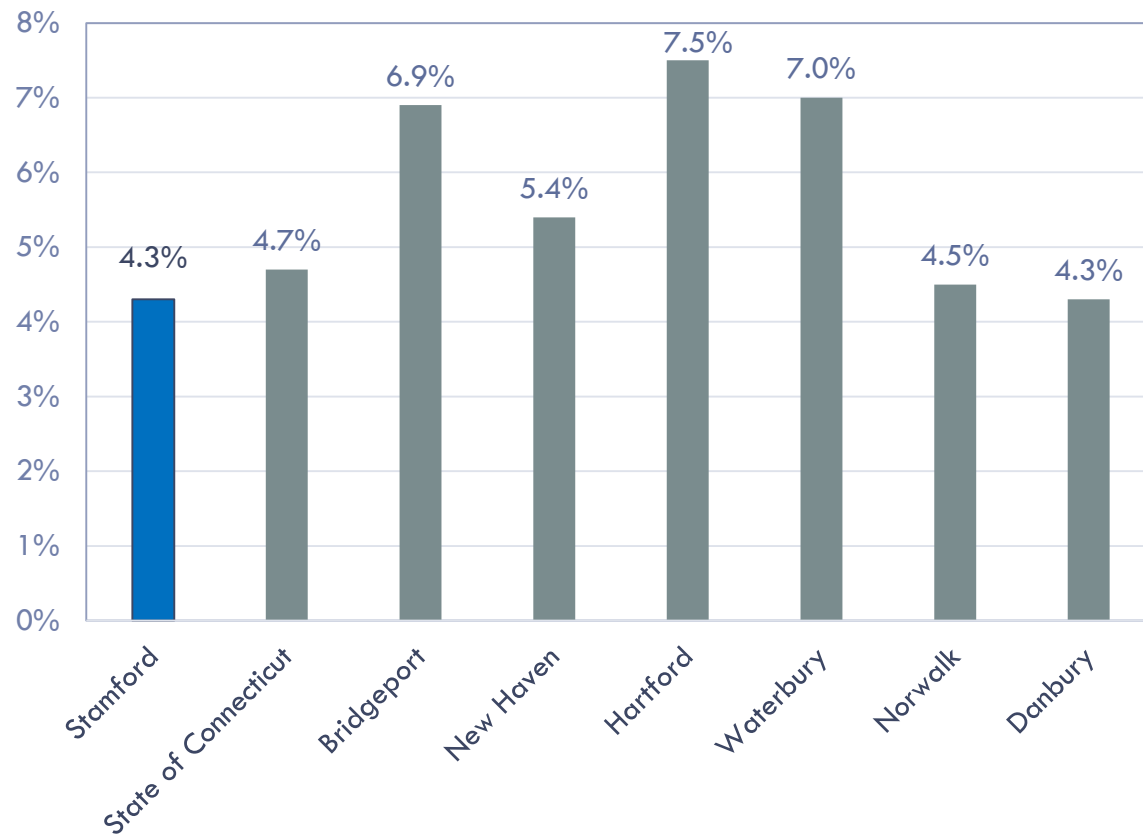


Downtown Stamford. Photo by Derek Sabine

If, as Mel Brooks posited, it’s good to be the king, then it’s certainly good to be Stamford right now. The city that claims to have been “Innovating since 1641” is one of the state’s — never mind Fairfield County’s — brightest stars at the moment in terms of business development, housing, population growth and potential.

STAMFORD'S ECONOMIC ENVIRONMENT

January 2019 Unemployment Rate



Stamford's unemployment lower than State average and other major cities

Stamford has the highest employment base of any municipality in the State

Median income continues to rise

- ~\$85,000 as of 2017

Real growth in Grand List

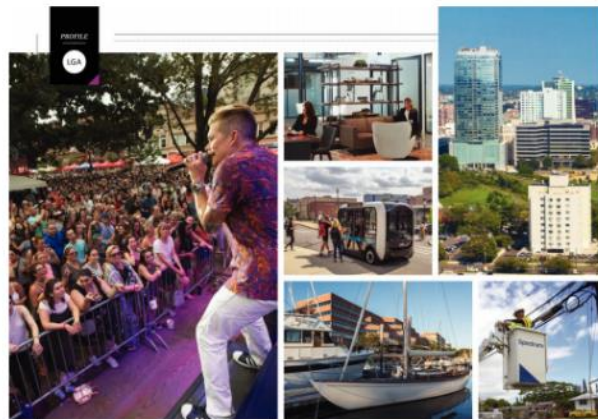
- 1.36% increase in 2018

Stamford's Triple AAA Bond Rating was renewed

- Stamford's fiscal situation remains stable

STAMFORD POPULATION TREND

Stamford's Population Trend is positive, reflecting the desire for people to live here.



The Sweet Spot

STAMFORD, CONNECTICUT, IS GOING ALL IN ON INNOVATION. BY SHERYL NANCE-NASH

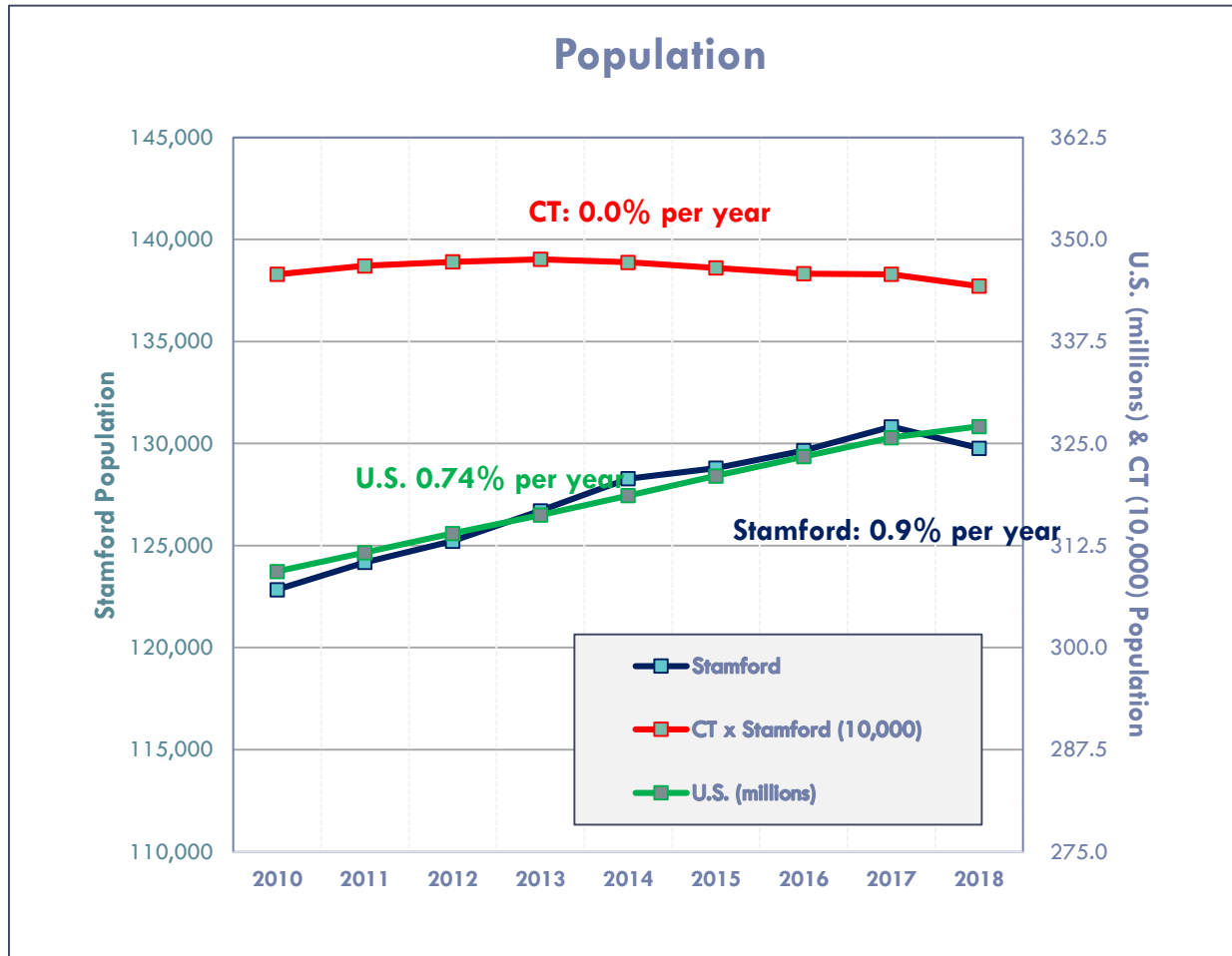
► Location is everything, as anyone who's ever purchased a home or run a business can tell you. And Stamford, Connecticut, is in the enviable position of being in a very sweet spot. Not only is this city of about 135,000 residents home to 29 miles of shoreline, a thriving downtown, more than 100 restaurants and arts and culture galore, it happens to be a short hop on the Metro-North Railroad to New York City approximately 40 miles away. It also is an emerging mecca for business.

"Stamford is a boomtown," says Thomas Madden, director of the Stamford Office of Economic Development.

The numbers tell that story: Stamford's second-quarter unemployment rate this year was 3.4 percent, the lowest second-quarter rate in more than a decade. The city boasts nine Fortune 1000 and three Fortune 500 companies and a diverse economy with companies in scientific and technology services, finance and insurance, real estate, health care and social assistance and retail, among others.

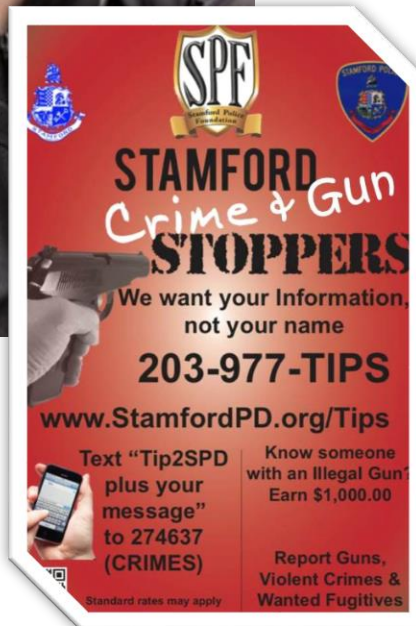
The list of corporate citizens is impressive thanks to names such as IBM, Deloitte, Gartner, Pitney Bowes, Conatix, Henskel, Indeed, NBC Sports Group, Kayak and Philips North America. Stamford Health, a nonprofit independent health care system, also is a major employer with more than 3,500 employees.

Other companies are flocking to Stamford to add their names to that list. Recently, PwC (also known as PricewaterhouseCoopers) announced that it will designate its Stamford office as its U.S. tax division headquarters and will add 400 new jobs. Biotech company Sema4 cloud

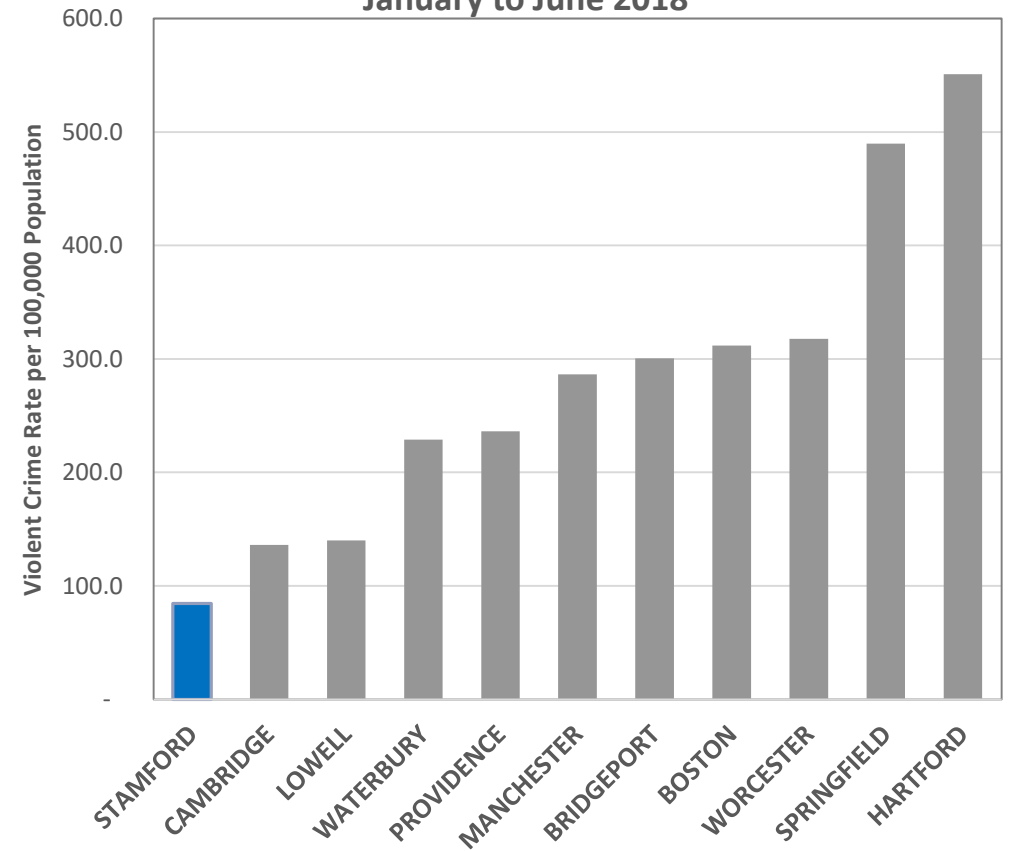


STAMFORD CRIME

Stamford is the Safest City in New England



Serious Crime Rate
New England Cities
January to June 2018





COMBATING STAMFORD'S CHALLENGES

Infrastructure & Unfunded Liabilities

COMBATING STAMFORD'S CHALLENGES

Unfunded Debt – Pension & OPEB

- Overly Optimistic Assumptions
- Never funded at 100% of minimum required contribution until this Administration

Deferred Infrastructure Investment

- Road Maintenance
- Police Station
- School Capacity & Mold Prevention
- IT Systems

Income Disparity

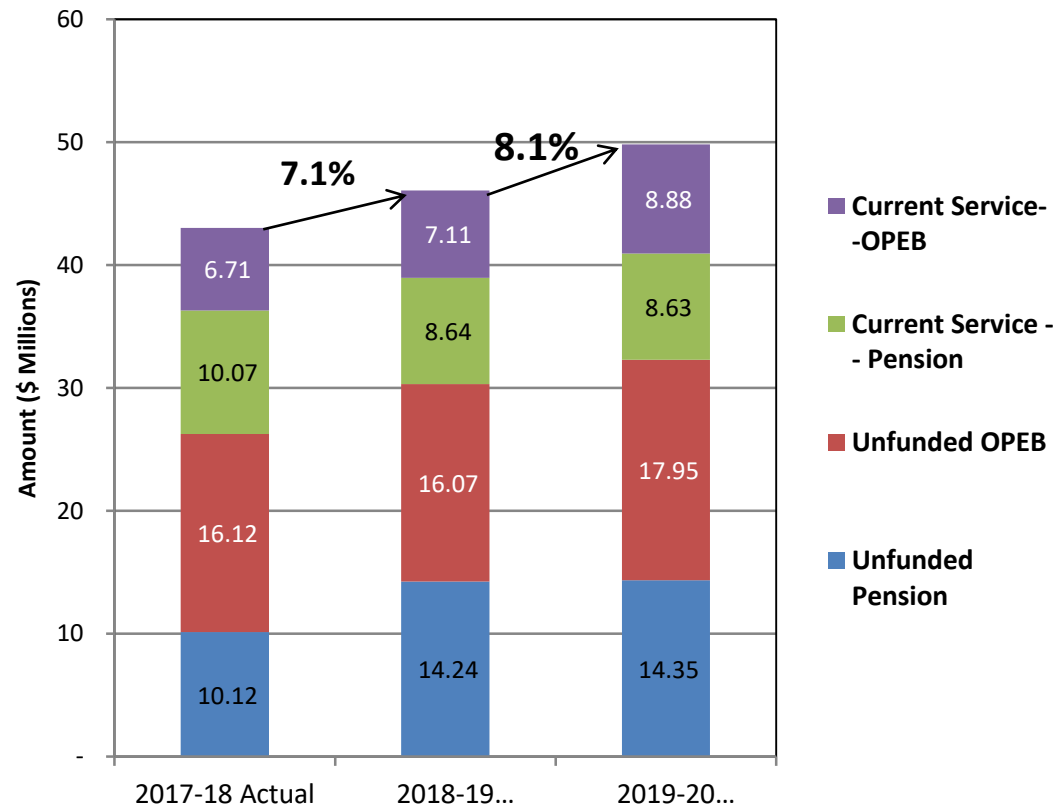
Global Warming & Environment

Weakness in Single Family Suburban Residential



National & Global in Scope

COMBATING STAMFORD'S CHALLENGES: UNFUNDED OBLIGATIONS



Continuing to meet unfunded financial obligations to retirees is the major budget challenge

- We are not leaving a potential fiscal crisis to younger generations

Grand list growth and large development fees providing essential revenue to help offset this challenge

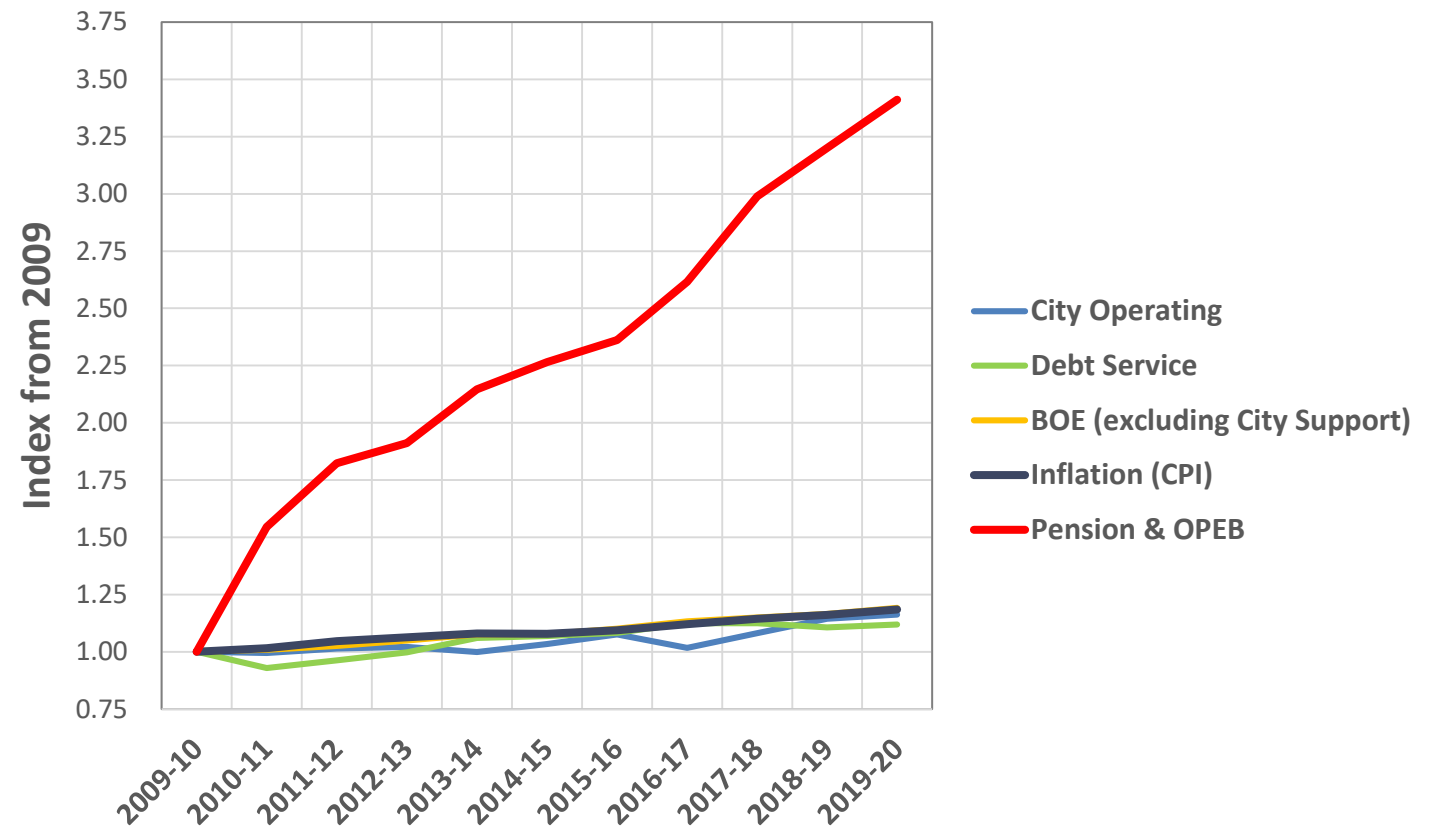
- Typically keeping taxes down by 2% to 3% per year.

COMBATING STAMFORD'S CHALLENGES: UNFUNDED OBLIGATIONS

Funding past pension & OPEB obligations continues to be the major budget challenge.

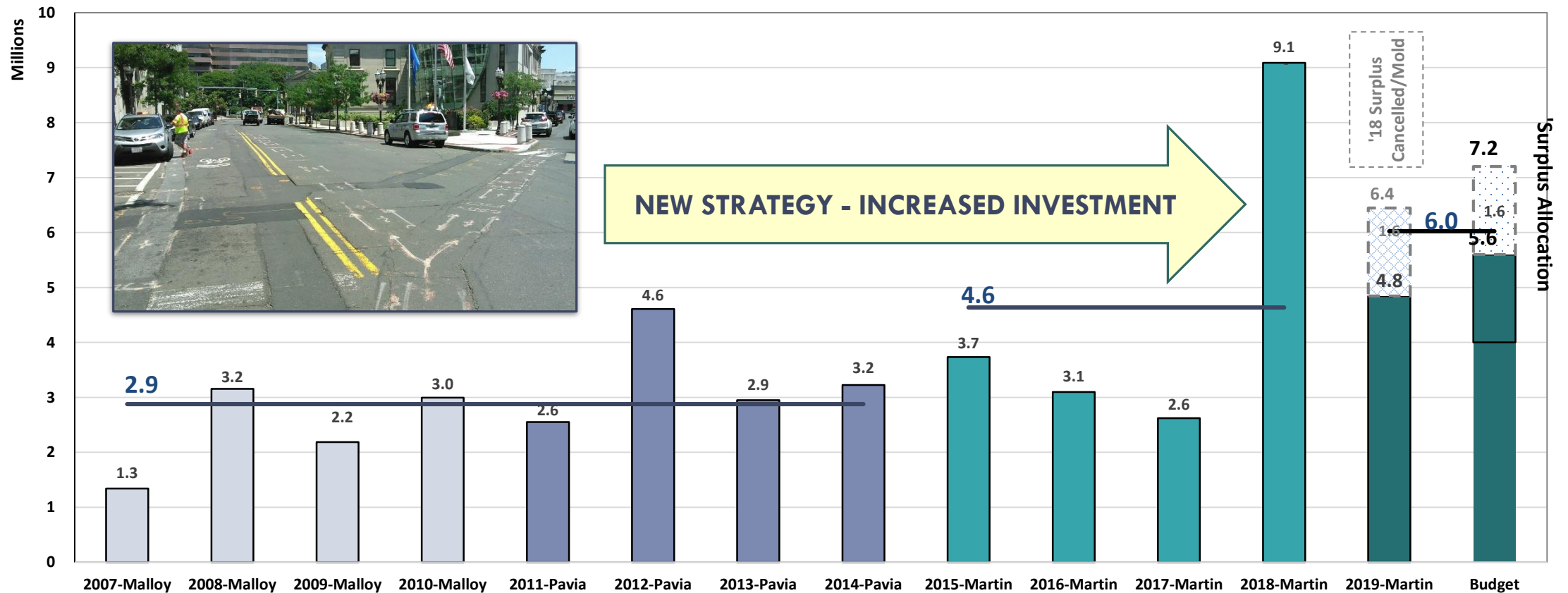
City & BOE Operating budget and Debt service are increasing, but at a rate less than inflation.

Trend in Budgets per Capita
Indexed from 2009



COMBATING STAMFORD'S CHALLENGES: DEFERRED INFRASTRUCTURE INVESTMENTS

Street Paving Expenditures \$MM



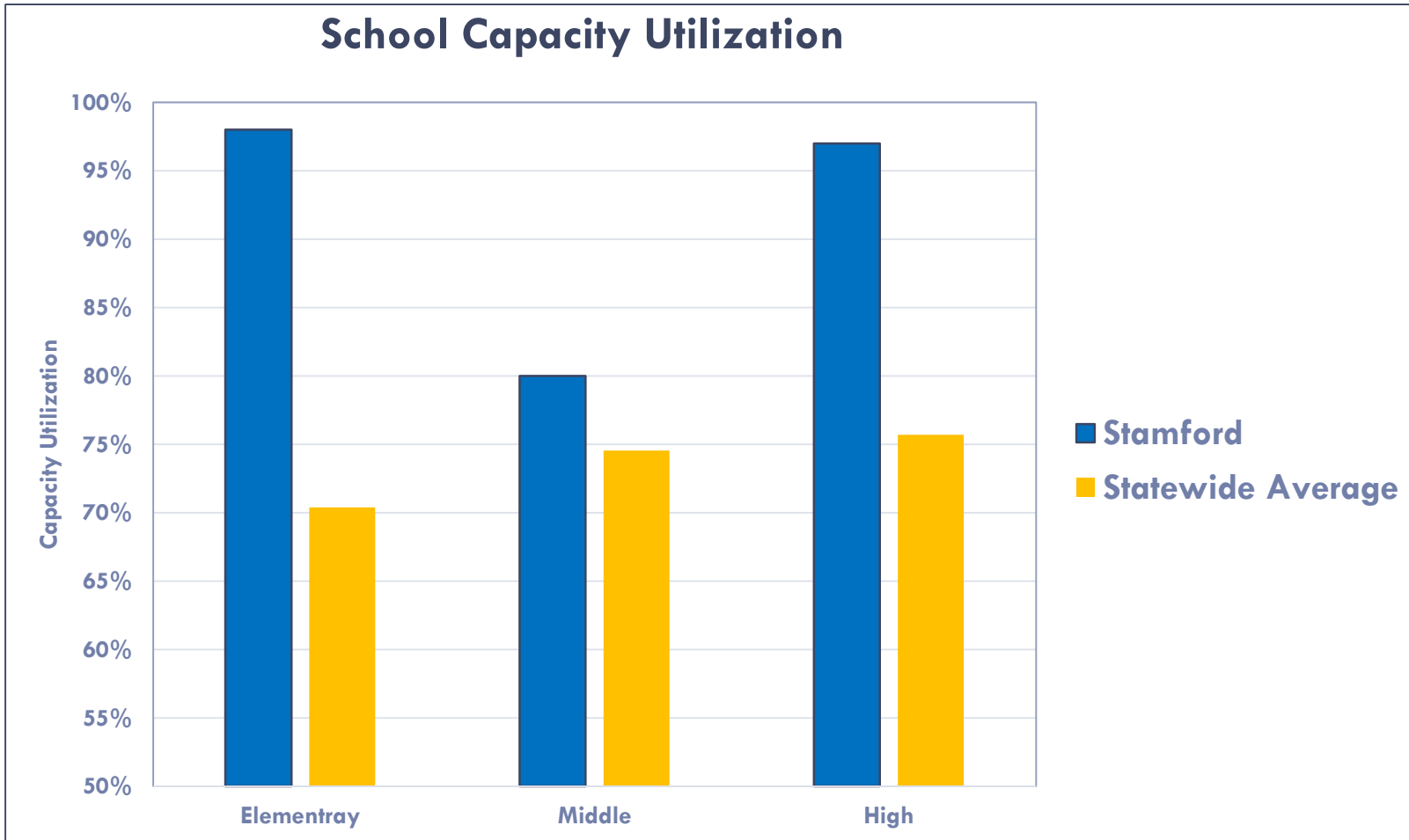
COMBATING STAMFORD'S CHALLENGES: DEFERRED INFRASTRUCTURE INVESTMENTS



NEW POLICE STATION



COMBATING STAMFORD'S CHALLENGES: SCHOOL CAPACITY



- Stamford not only has one of the highest school capacity utilization in the state, it also has one of the oldest average school age.
- Student capacity utilization will stay high even with the completion of Strawberry Hill
- Middle School student populace will go up roughly ~100 students due to Trailblazers Academy closure



NEW STRAWBERRY HILL SCHOOL

- On schedule
- But closure of elementary modulars continues to strain our school capacity

COMBATING STAMFORD'S CHALLENGES: MOLD



Westover will remain at 1 Elmcroft for another year

- \$4 million additional operating cost for rent

Stamford City and BOE are jointly committed to solving the mold concerns in our schools:

- Anticipate ~\$60 million in capital to correct structural deficiencies
- Also increasing management resources to address the administrative issues that failed to prevent the problem.

COMBATING STAMFORD'S CHALLENGES: IT INFRASTRUCTURE

City of Stamford software is generally out-of-date

- HR systems, Accounting Systems, and Payroll Systems
- Often unable to quickly and reliably obtain reports from existing data systems

Previous software implementations were not very successful and are now being “re-implemented”:

- GovQA used in Citizen Service
- ViewPermit used in Building and other Departments

Currently working to update:

- HRIS/Payroll System
- Parking Ticket Software



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HT135MPI                                City of Stamford                                8/05/19
                                         Purchasing/Receiving Menu                        11:18:42

Select one of the following:
  1. Requisition entry
  2. Requisition approval
  4. Requisition buyer processing
  5. Inventory reorder processing
  6. Purchase order entry/change
  7. Print purchase orders
  8. Print manual purchase orders
  9. Vendor order entry/change
 10. Receipts processing
 11. Invoice processing
 12. Receipts - vendor orders
 13. Requisition inquiry
 14. Purchase order inquiry
 15. Blanket order inquiry
 16. Inventory reorder report
 17. Orders/receipts activity rpt
 18. Daily p.o. activity report
 19. Purchase order report
 20. Vendor delivery report
 21. Requisition purge
 22. Requisition buyer assignment
 90. Sign off

Selection
== > 2_

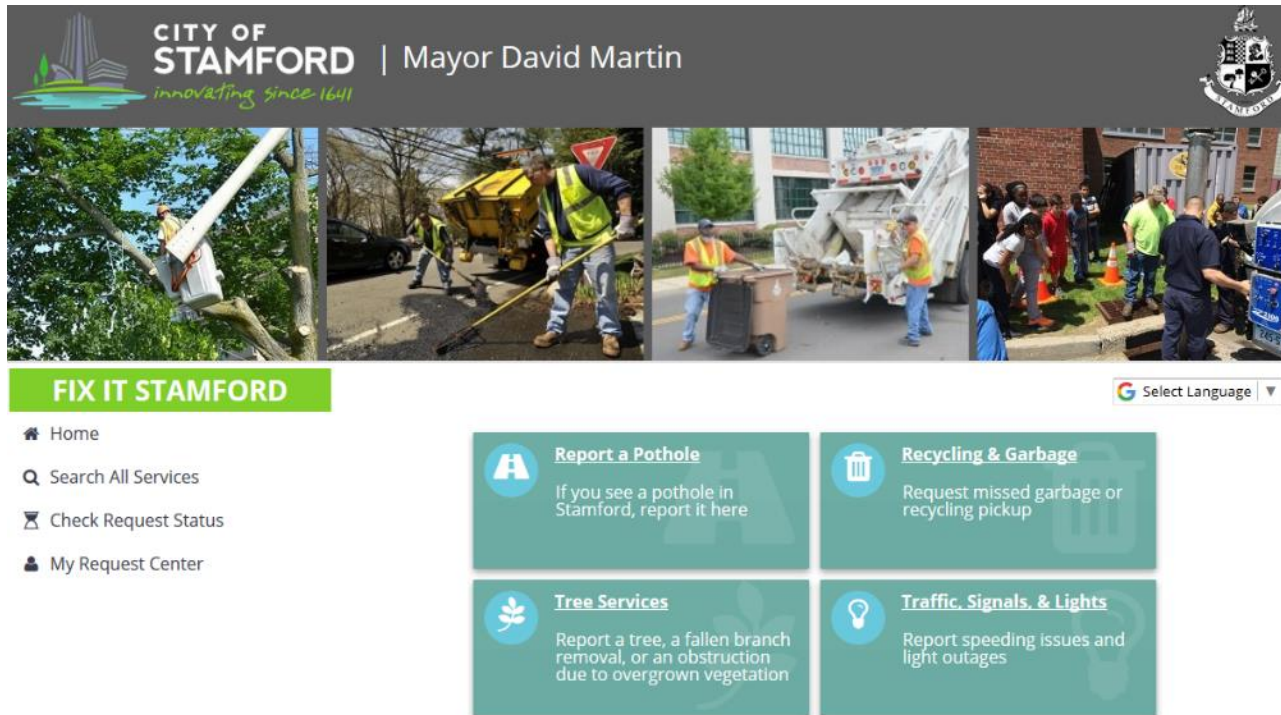
                                         Version: 9.1.18.3.0
                                         Date installed: 12/08/2018

F3=Exit   F5=Refresh   F6=Display messages   F9=Command line
F14=Work with submitted jobs   F15=Calendar   F24=More keys
```

HTE “Green Screen” Technology

COMBATING STAMFORD'S CHALLENGES: IT INFRASTRUCTURE

FIX-IT STAMFORD



Web portal overhauled in July 2018

- Increased web portal usage
 - Pre July 2018 web reports made up 38% of all reports
 - Post-July 2018 web reports made up 69% of all reports

Better communication with City residents

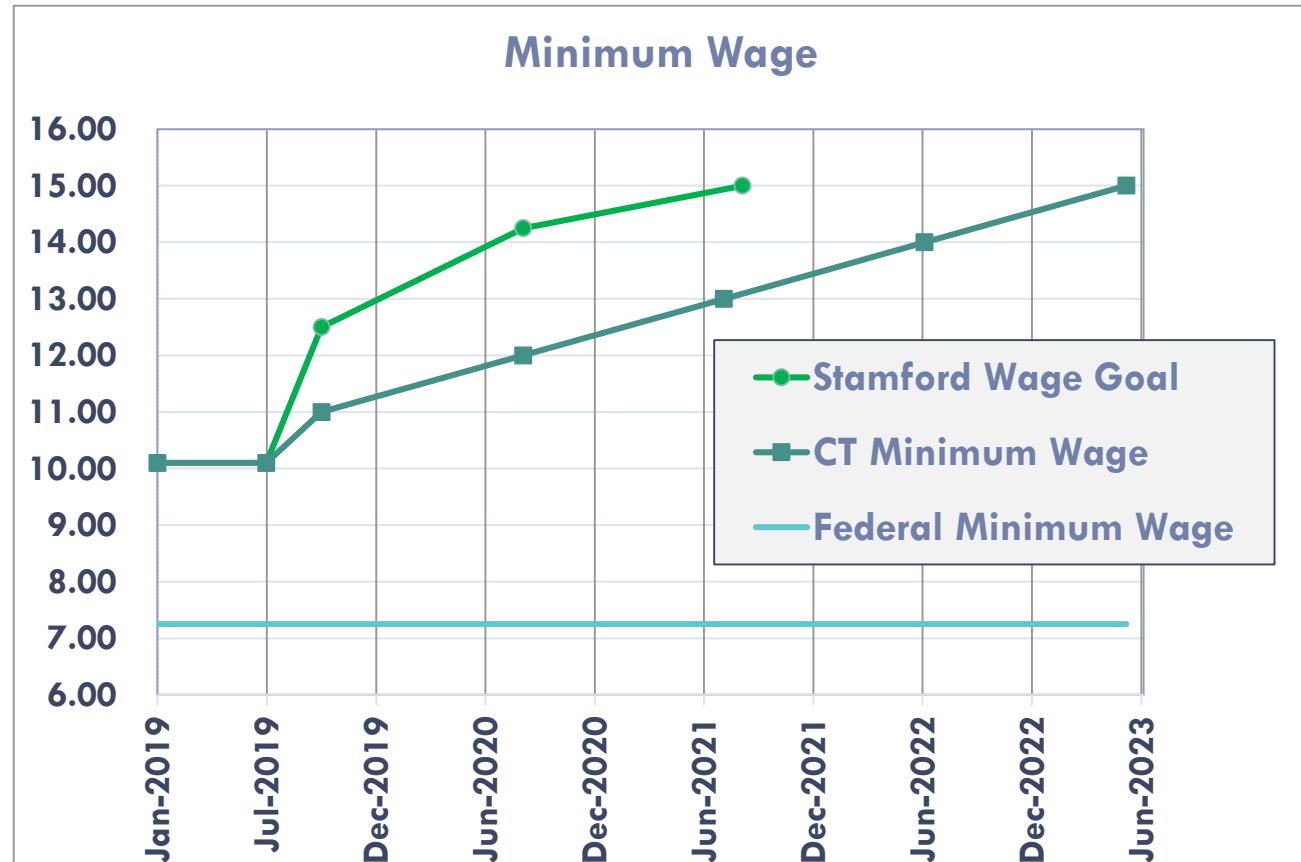
- Over 122 ticket request categories for residents
- Average of 978 reports a month

Still a Work-In-Progress

COMBATING STAMFORD'S CHALLENGES: INCOME DISPARITY

New Connecticut Minimum Wage Law achieves a \$15.00 wage per hour over 4 years.

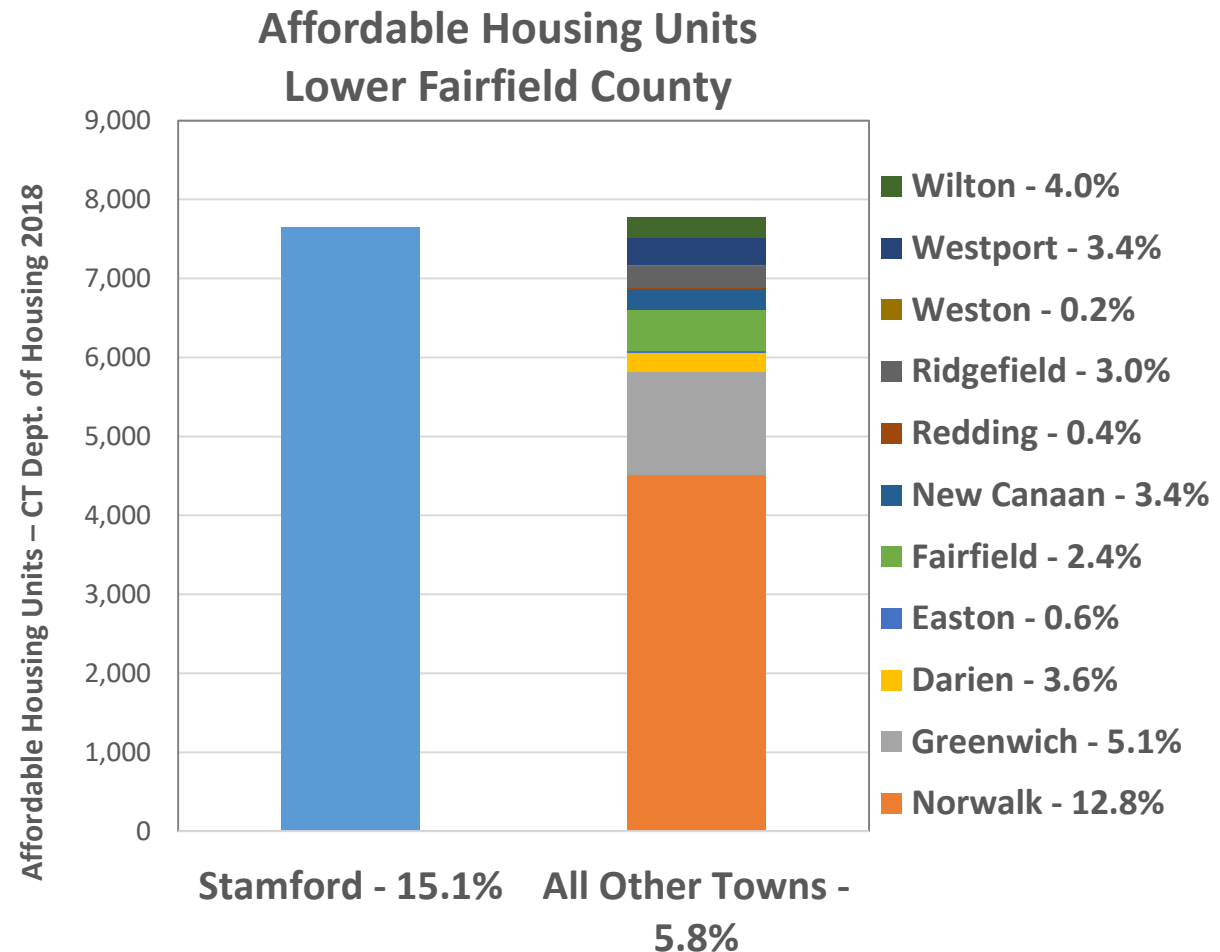
Stamford's Goal is to reach this \$15.00 threshold in roughly 2 years . . . and provide increases to those earning between \$15.00 and \$20.00 per hour.



COMBATING STAMFORD'S CHALLENGES: AFFORDABLE HOUSING

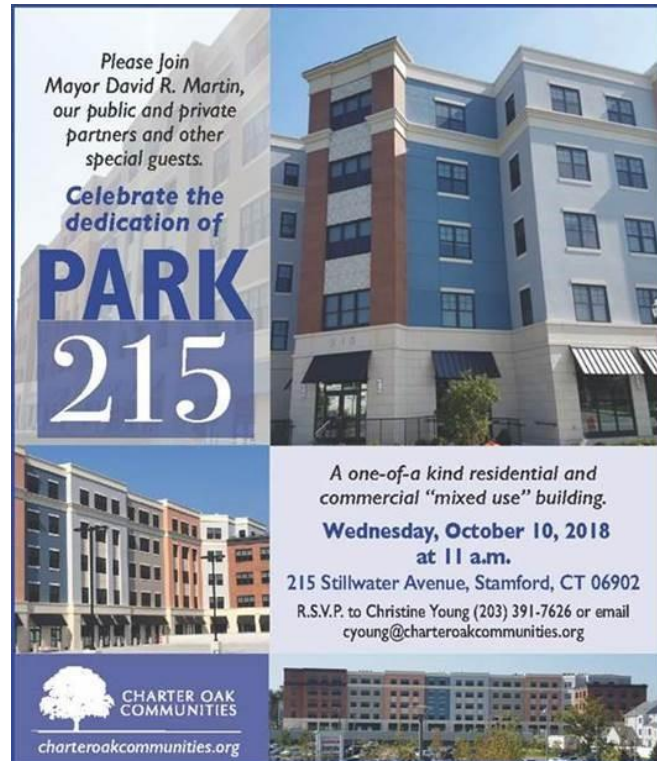
Stamford provides almost as many affordable housing units as every other town in lower Fairfield County combined.

Stamford's affordable housing percentage is almost triple all other towns combined. Norwalk is the only other municipality above 10%, most other are less than 4%.



COMBATING STAMFORD'S CHALLENGES: AFFORDABLE HOUSING

Stamford continues to add more affordable housing units.



Charter Oak – Park 215



Inspirica Deeply Affordable Housing

LEANING IN TO ENVIRONMENTAL REFORM

Stamford Environmentalism

- Our City continues to have the highest recycling rate in Connecticut, according to a study by CT DEEP
- Plastic bag ordinance went into effect in May
- Plastic straw ordinance being considered

Combating Climate Change

Stamford cannot solve climate change by itself, but we can help do our part

- Installation of LED lights has reduced energy usage in schools and the Government Center
- Stamford won “Leadership in Energy Conservation” award for the greatest reduction in energy usage of any enterprise in Fairfield County



Plastic Bag Ordinance goes into effect **MAY 3, 2019**

The City of Stamford's Board of Representatives passed an ordinance eliminating the distribution of disposable plastic bags in Stamford. The goal of this ordinance is to improve the environment within the City by prohibiting the use of disposable carry out plastic bags and implementing a 10 cent charge for recyclable carryout paper bags. The City intends residents will switch to reusable carryout bags that will help better serve the environment.

The City of Stamford has collected information and resources for businesses to act in compliance with this new ordinance. More information can be found at: <http://www.stamfordct.gov/plasticbags>

KEEP STAMFORD GREEN
Consider offering reusable carryout bags made of...

- Cloth
- Fiber
- Fabric

PAPER BAGS MUST:

- Be 100% recyclable
- Contain 40% post-consumer recycled content (minimum)
- Display "Please Recycle This Bag"
- Require 10¢ charge

DISPOSABLE PLASTIC BAGS MAY NOT BE DISTRIBUTED

IMPROVING STREET INFRASTRUCTURE

INFRASTRUCTURE



Traffic Light Synchronization

- Pilot program showed commute reductions between 7 and 33 percent on major corridors
 - West Main Street
 - High Ridge Road
 - Long Ridge Road
 - Summer Street
- Citywide synchronization will be completed by end of Summer 2019
- First synchronization since 1991

CITY INTERSECTION PROJECTS



West Avenue @ West Main

- Widening of intersection, dedicated left-hand turn lanes
- Construction has begun, expected Spring 2020 completion

Greenwich Avenue corridor improvements

- Realigned intersection to bring needed traffic improvements
- Completed this past summer

Greenwich & Pulaski roundabout

- Final design submitted to CT DOT

Davenport and Greenwich one-way circulator

- Turning Greenwich to one-way Southbound and Davenport one-way Northbound
- Reconstruction of Davenport begins Spring 2019

OTHER CITY PROJECTS

Springdale Transit-Orientated Development

- City awarded \$2 million to make improvements to Springdale Train Station
- Finalizing grant acceptance
- Community meetings in Spring, construction in Spring 2020

Summer Street Pedestrian improvements

- City awarded \$1.4 million to improve pedestrian safety
- Improving intersections from Hoyt to Main Street

Parking Meter Replacement

- Replacing all pay-stations in lots and garages with new Pay-By-Plate stations
- Will be completed by Winter 2019





BOXER SQUARE

Expanding sidewalk, implementing boxer statue into community space, paving and restriping road with bicycle paths



OAKLAWN AVENUE ROADWAY IMPROVEMENT

Reconstruction and realignment
Installation of new sidewalks
Realignment of Intersection
Completed June 6th

STATE DOT ATLANTIC STREET BRIDGE



Closed until Sept. 2019

- New bridge built on-site, expedited

Once completed, will increase accessibility to South End and other neighborhoods

- Will create six lanes of traffic, three in each direction (northbound and southbound)
- Will add a new train track for local service to Glenbrook and Springdale

STATE PROJECTS

High Ridge Road bridge replacement

- In design phase, construction expected in 2021
- Would create a dedicated southbound turn lane onto Merritt

Long Ridge Road bridge replacement currently under construction

Courtland Avenue improvements

- Widens Courtland Avenue and installs new sidewalks
- Will be completed by Spring 2019

State Road Paving:

- Route 1 from Darien to Greenwich
- Washington Blvd

Investment in Stamford Transportation Center needed to match investment in Bradley Airport

- Stamford Transportation Center, 2016: 8.4 million riders
- Bradley International Airport, 2017: 6.4 million flyers



POT HOLES AND FRACKING ORDINANCE



Thank you to the Board of Representatives for amending the ordinance

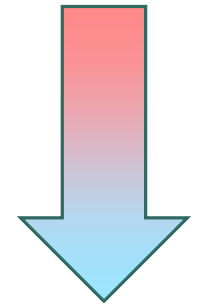
- Amended ordinance went into effect July 15th
- The City accelerated pot hole repairs with locally sourced asphalt
- Almost caught up on 60-day backlog after three weeks

Road maintenance continues to be a priority for this administration

ASPHALT TONNAGE FOR ROAD REPAIRS, ETC.

		Monday	Tuesday	Wednesday	Thursday	Friday	Average Tonnage
Week -4	04/05 – 04/12	N/A *	6	6	6	6	6
Week -3	04/15 – 04/19	N/A *	6	6	6	6	6
Week -2	04/22 – 04/26	6	6	6	6	N/A *	6
Week -1	04/29 – 05/03	6	6	6	6	6	6

New York
Supplier



		Monday	Tuesday	Wednesday	Thursday	Friday	Average Tonnage
Week +1	07/15 – 07/19	26.85	25.65	25.78	N/A *	25.07	25.8
Week +2	07/22 – 07/26	26.06	N/A *	26.46	24.96	20.56	24.5
Week +3	07/29 – 08/02	25.39	22.63	15.49	16.80	16.02	19.3

Local Supplier

~ 4 fold
improvement

Hotbox down for repairs

* The City does not perform asphalt repairs during rain because it results in weaker repairs

VETERANS PARK



Newly Renovated Veterans Park to open by Veterans Day

MAINTAINING PUBLIC SAFETY

PUBLIC SAFETY UPDATES


Stamford conducted Active Shooter response protocol drills earlier this year


- Hosted at Stamford Town Center
- Coordinated with fire, police and EMS
- Brought in specialized equipment to improve response rate (Bearcat, ballistic protective equipment for medical first responders)

Improved services

- Implemented text-to-911, began in April
- Improved Community Health Clinic services and increased hours
- Hoarding task force expanded to address mental health concerns
- Blue light emergency phone tower installation at Mill River Park and Washington Blvd north of UConn dorms



911 



**NEED 9-1-1?
CALL IF YOU CAN.
TEXT IF YOU CAN'T.**

Text-to-911 is now available in Connecticut. If you need help, but can't safely speak on the phone or are unable to speak, use your mobile phone to send a text message to 9-1-1.

PUBLIC SAFETY STAFFING CHANGES



Police

- Police Chief Jonathan Fontneau retired in May
 - Nationwide search considered internal and external candidates
 - Advisory committee resulted in a recommendation for Murtha
- City continues to hire diverse recruits to maintain Police force

Fire

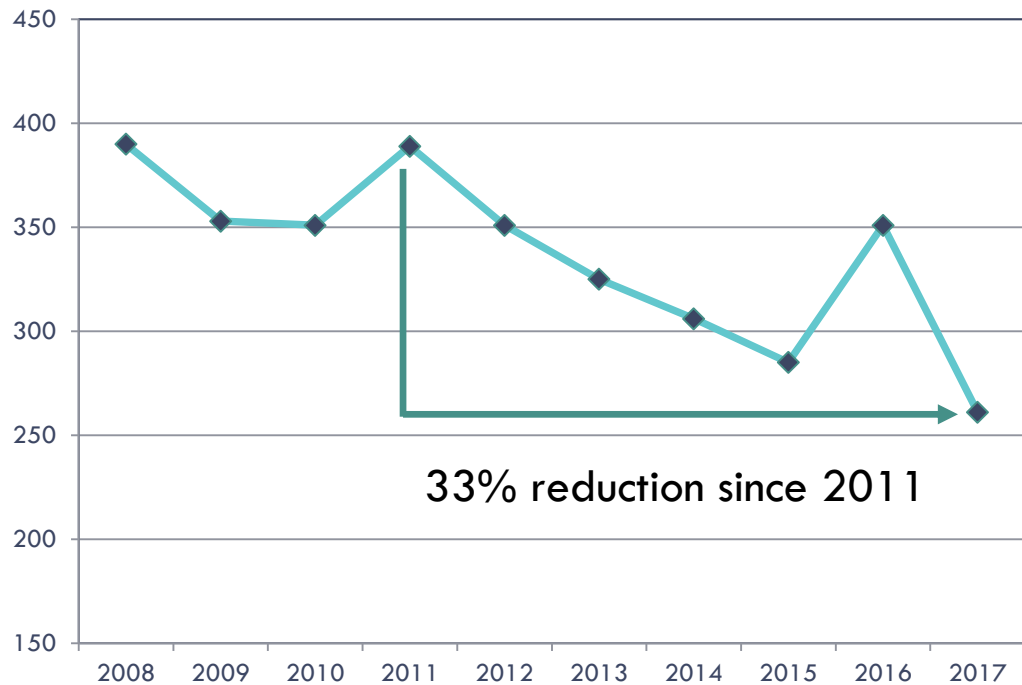
- New Fire Marshal Walter Seely
- New Assistant Fire Marshal Chad Armstrong

911 Communications

- New Director of 911 Joe Gaudett

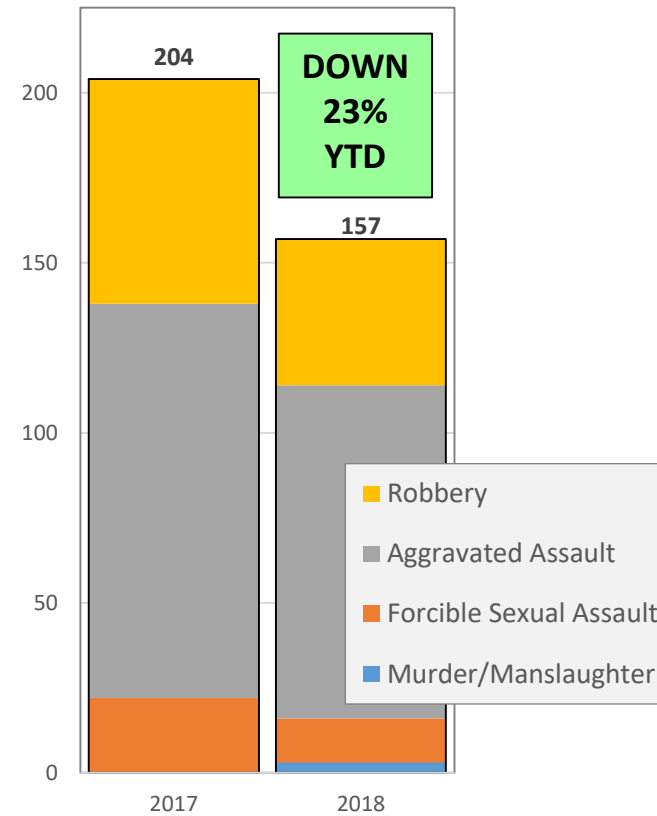
CRIME

Stamford Serious Crime Rate



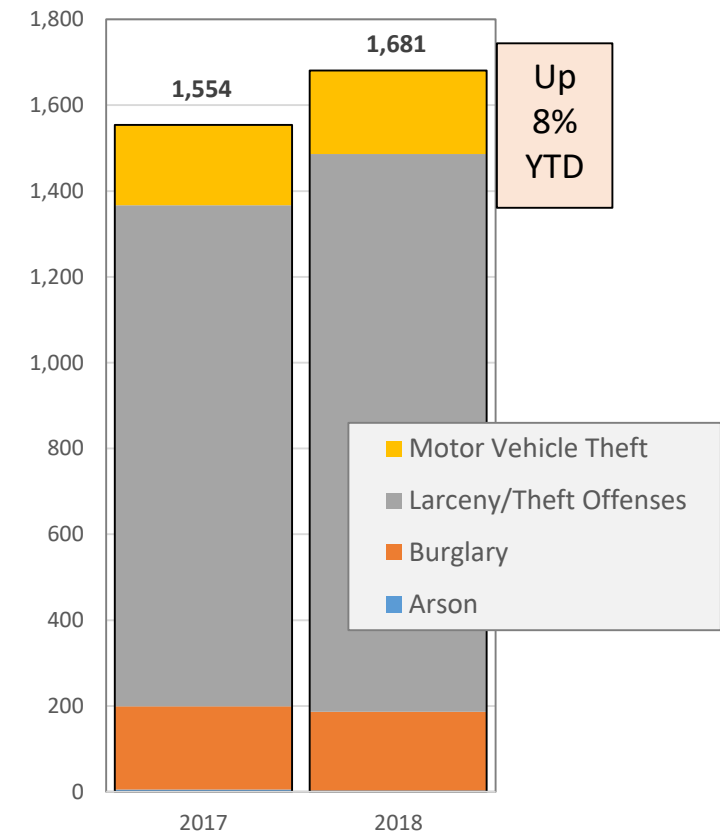
Serious Crime

9 months 2018 vs. 9 months 2017



Property Crime

9 months 2018 vs. 9 months 2017



EDUCATION

EDUCATION



Dr. Tamu Lucero assumed the role of Superintendent for Stamford Public Schools in April

- Came to Stamford six years ago with immense experience in Education
- Proven her ability to connect with the community and show leadership in the district

Dr. Lucero has hit the ground running and we look forward to her tenure serving Stamford

STAMFORD PUBLIC SCHOOLS: STUDENT ACHIEVEMENT



- **91.3% graduation rate:**
 - Up from 88.9% in 2016
 - Higher than national average of 84%
 - Higher than CT average 87.9%
- **3rd highest number of AP tests with score of 3 or more in state** (only West Hartford and Greenwich had more)
- **One National Merit Scholar, three National Merit Semi-Finalists and 11 Commended students In 2018,**
- **115 high school students graduated with “Seal of Biliteracy” in 2019.** Recognizes graduates who are proficient in English and another language

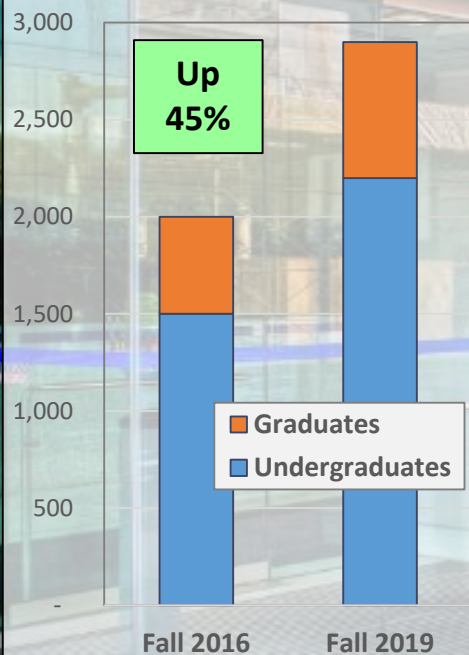
STAMFORD PUBLIC SCHOOLS: SCHOOL ACHIEVEMENT



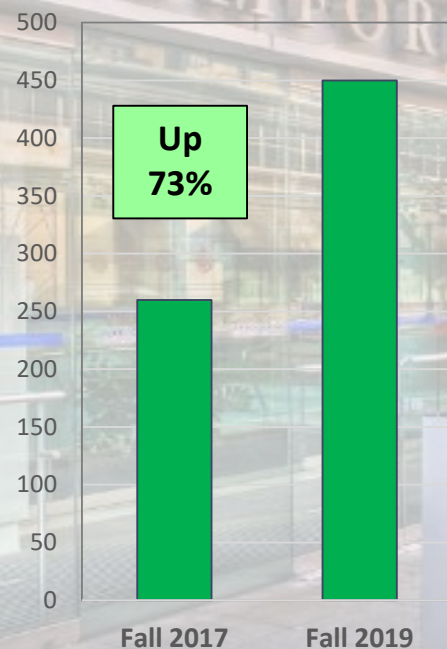
- Cloonan Middle School Named “School of Distinction” by College for Every Student (CFES)
- Scofield Magnet Middle School Named a New England League of Middle Schools’ Spotlight School, only one of 34 across the state
- Springdale and Toquam designated Schools of Distinction for ELA growth
- 28 AP courses offered
 - 4th highest in state, same as Darien and Fairfield
- Stamford High School has achieved IB World School status, one of only 9 high schools in Connecticut to offer IB program.
- Stamford High School has implemented Early College Studies (ECS) program. Students can graduate high school and earn an Associate Degree in technology-based field in four to six years.

UConn STAMFORD

UConn Stamford Students



UConn Stamford Student Housing

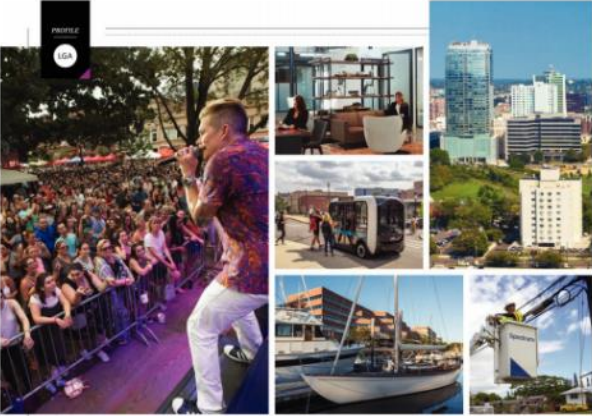


Increased academic programs:

- **New Majors: Biology, Communications, Journalism**
- **Continued strength in digital media and design, computer science and business**

Increased faculty:

- **Hiring 24 tenure-track faculty in various disciplines over the next two years**



The Sweet Spot

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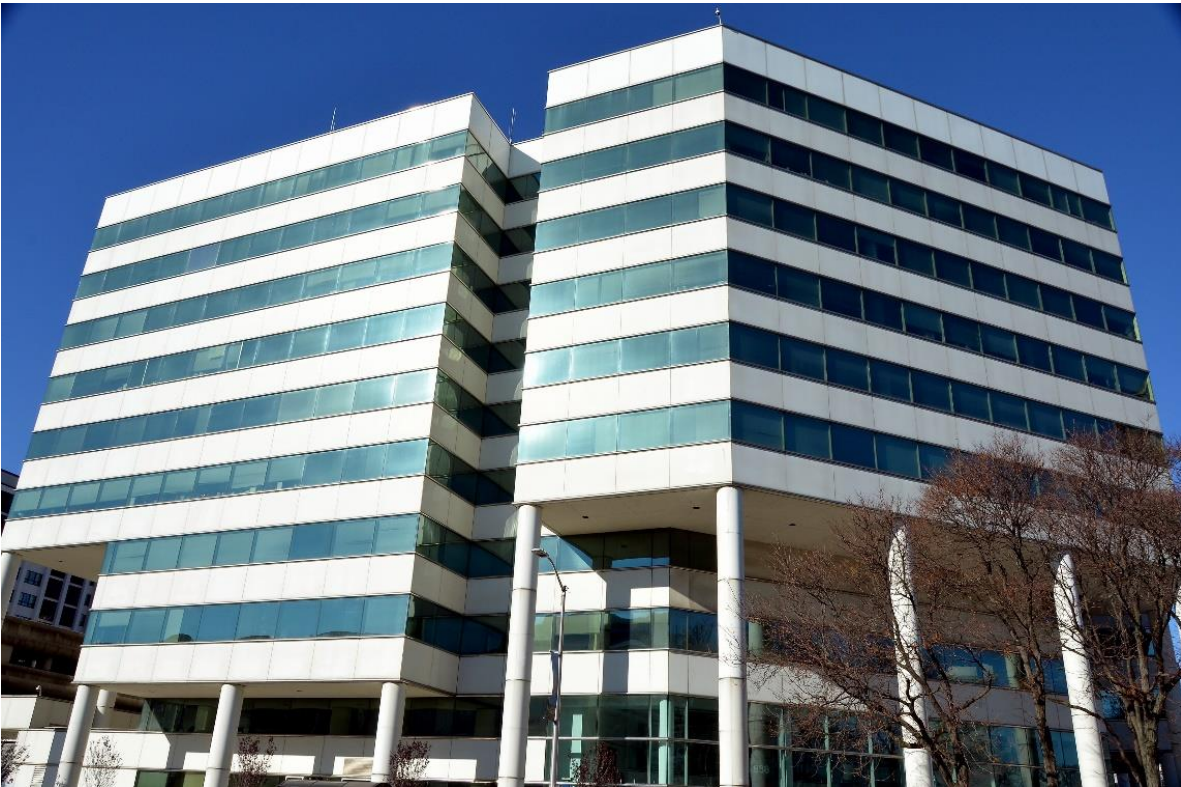
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ECONOMIC OUTLOOK

STAMFORD'S FISCAL POSITION



Last year . . .

- Stamford's budget was \$1 million in the hole
- The City was tasked with cutting \$1.4 million from the operating budget
- And yet to see the high cost of mold

But strong revenue from developer fees, grand list growth and other sources as well as emerging structural savings overcame the potential budget shortfall.

Some high costs continue this year

- Board of Education continues to face mold issues
- Trailblazers School closing will increase school costs

AAA AND BOND ISSUE

Fitch Ratings affirmed Stamford's "AAA" rating

"Reflects Fitch's expectation for the City of Stamford to maintain healthy financial flexibility throughout economic cycles, consistent with a recent history of strong operating performance and sound reserves."

"Prudent fiscal policies and conservative budgeting practices have resulted in historically sound operating results and maintenance of sound general and capital reserve levels."

City successfully issued GO bonds last week

- True interest cost of 2.32%
- \$60 million bonds issued for \$65 million in cash
- \$5 million bond premium rolled into future capital allocation

WPCA issued revenue bonds in June

- True interest cost of 2.97%
- \$15.7 million raised

2018 NEW OR EXPANDING COMPANIES



Charter
COMMUNICATIONS
750,000 SF



WWE
415,000 SF



XFL
26,433 SF



CBS Interactive
2,500 SF



SpringWorks
THERAPEUTICS
23,919 SF



McDonald's
14,601 SF



Gartner
57,000 SF



KPMG
34,848 SF



indeed
38,132SF



ca
technologies
25,000SF

COMPLETED CONSTRUCTION



Vela on the Park
1011 Washington Blvd.
209Units



Home Depot Stamford
1937 W Main Street
140,000 SF



Atlantic Station Phase 1
355 Atlantic Station
325 Units & 15,985 SF Retail



NV@Harbor Point
100 Commons Park N
392 Units



Davenport Landing & Boatyard
218 Southfield
218 Units/ Boatyard



Marriott Residence Inn
23 Atlantic Street
156 Rooms



CVS Westside
1983 West main Street
20,000 Sf Retail



**The Residence at Summer
Street**
14 2nd Street
104 Units

UNDER CONSTRUCTION



Urby
57 Greyrock Place
684 Units / 5,090 SF retail



The Smyth
885 Washington Blvd.
435 units



Harbor Point Parcel 4/5
Pacific and Dyke lane.
435 Units



Atlantic Station Phase 2
355 Atlantic Station
325 Units & 14,100 SF Retail



ITV America
860 Canal
130,000 SF office



Stamford Police Station
805 Bedford St
Opening 2019



Charter Communications
406 Washington Blvd.
750,000 SF



89 Franklin Street
13 Units, Student Apartments



Shore Point
614 Shippin Ave
38 Units

APPROVED OR PROPOSED CONSTRUCTION



Harbor Point Parcels P1-P2
435 Units



RBS
Division St & Clinton Ave
456 Units



RoeCo LLC
245 Atlantic Street
212 Units & 8,000 Sf Retail



523 Canal Street
184Units & 6,000 SF Retail



Summer Street Property LLC
733-777 Summer Street
376 Units



819 East Main Street
63 Units & 2,150 SF Retail



STAMFORD'S FUTURE

PLANNING FOR THE FUTURE

Improving capacity, quality, and perception of our schools

Improving our Parks

- Soundwaters at Boccuzzi Park
- Mill River Greenway from the Sound to New Canaan

Improving our Infrastructure

Addressing our long-term structural costs and liabilities

Expanding UConn

Improving Stamford Transportation Center



TO SECURE STAMFORD'S FUTURE . . .

We must:

- Make the tough choices that are needed to continue our long-term fiscal sustainability
- Face financial and structural problems today, instead of deferring them to future generations
- Restructure services delivered to improve City quality-of-life
- Prepare for potential financial challenges from the State



SUMMER FUN IN STAMFORD

A PLACE FOR PEOPLE TO LIVE & PLAY



Alive @ Five



Bartlett Summer Concert Series



Harbor Fest 2019 – Saturday, August 24

SUMMER FUN IN STAMFORD

A PLACE FOR PEOPLE TO LIVE & PLAY



Mayor's Summer Youth Employment Program

Stamford's Mill River Park named one of the "Great Places in America"

by Vineeta Mathur



Mill River Park



Mill River Park



Wednesday Night Live

SUMMER FUN IN STAMFORD

A PLACE FOR PEOPLE TO LIVE & PLAY



Stamford Summer Recreation



Curtain Call: Shakespeare



Harbor Point

STAMFORD IS A SUCCESS

Stamford is the success story of Connecticut

- We have a plan out of our long-term fiscal obligations
 - We're committed to funding these liabilities
- We have improved our infrastructure and services
 - We've pursued grants for projects across the city
- We're attracting businesses and the Workforce of the Future
 - We continue to grow while the State's population stagnates

Stamford continues to be a great place to Live, Work and Play



Stamford Mill River Park
— Pizza in the Park

Mill River Park in Stamford was among the recipients of the Great Places in America Award for the year 2018. The honor was well deserved for a public park which has become an indelible part of the urban life

While the last mill closed in 1940, the waterway was still intercepted by several dams and caused widespread flooding over the years, particularly in 1955 and 1972. In 1997, under the leadership of then Mayor Dannel Malloy, the City